Improving Community Health through Planning and Partnerships: MAPP* and Community Health Improvement Planning

Webinar Series

Success in Action: Goals and Objectives, Action Cycle and Evaluation

Office of Health Statistics and Assessment

June 28, 2011
Success in Action: Goals and Objectives, the Action Cycle and Evaluation

• Series goal: strengthen abilities to conduct community health assessments and engage in community health improvement planning using a MAPP-based approach
• Last in a series of six modules
Objectives

• Be familiar with components of an action plan
• Assess and select evaluation strategies
• Understand the importance of sharing lessons learned and celebrating success
Review of MAPP

Six phases

• Organize for Success and Partnership Development
• Visioning
• Four MAPP Assessments
  – Community Themes and Strengths
  – Local Public Health System
  – Community Health Status
  – Forces of Change
• Identify Strategic Issues
• Formulate Goals and Strategies
• Action Cycle
  – Plan
  – Implement
  – Evaluate
Review of Community Themes and Strengths Assessment

• Gather community input
  – Focus groups, surveys, town hall meetings, etc
  – Use open discussion
• Quality of life perceptions
• Map community assets
• Compile challenges and opportunities

Assessment results answer the questions:
What is important to our community?
How is quality of life perceived in our community?
Review of Forces of Change Assessment

• Prepare for the assessment
• Convene brainstorming session to identify forces of change
• Identify potential threats and opportunities

Assessment results answer the question:
What is occurring or might occur that affects the health of our community or local public health system?
Review of Local Public Health System Assessment

• Establish a subcommittee
• Review Essential Services
• Complete performance measures instrument
• Develop list of challenges and opportunities

Assessment results answer the question:
How are the essential services being provided in our community?
Review of Community Health Status Assessment

- Organize workgroup
- Review data available on www.floridacharts.com and other pertinent data
- Compile a community health status profile report
- Establish process to monitor over time
- Develop list of challenges and opportunities related to health status

Assessment results answer the questions:
- How healthy are our residents?
- What does the health status of our community look like?
Review of Identifying Strategic Issues

- Determine method for completing this phase
- Present summary of all four assessments
- Brainstorm potential strategic issues
- Understand why an issue is strategic
- Consolidate overlapping or related issues
- Arrange in ordered list
- Disseminate results
- Evaluate the process
Review of Goals and Strategies

• Goals answer the question
  – “What do we want to achieve by addressing this strategic issue?”

• Strategies answer the questions
  – “How do we want to achieve it? What action is needed?”

• Goals and strategies provide a connection between current reality and vision
Another View

Four MAPP Assessments
- Community Themes and Strengths Assessment
- Local Public Health System Assessment
- Community Health Status Assessment
- Forces of Change Assessment

Planning Process, Broad Participation

- The ultimate outcome the community is working toward
- Planning, implementation, and evaluation yield progress toward vision
- How issues will be addressed
- The manageable goals that are set for each strategic issue
- Issues that need to be addressed
- Foundation - source of information for the process
- Foundation - elements for an effective process
From Strategies to Action to Results

Input and Evidence

Master List of Challenges/Opportunities

Strategic Issues

Goals and Strategies

Action Plan, Implementation, Evaluation

Results!
The Action Cycle

- Plan
- Implement
- Evaluate
The Action Cycle

- **Planning**
  - What will be done?
  - Who will do it?
  - How will it be done?

- **Implementation**
  - Carrying out activities

- **Evaluation**
  - What has been accomplished?
Planning for Action

• Organize for action
  – Are the right people involved?
  – How can we facilitate accountability?
    • Create a group that will be responsible to sustain work
  – Should committees be convened?
    • Small subgroups around each goal

• Develop Measurable Objectives
  – SMART
    • Specific
    • Measurable
    • Achievable
    • Relevant
    • Timed

By June 1, 2012, 75% of public schools in Happy County will implement the “Heart Smart” program.
Planning for Action

• Establish accountability for achieving objectives
  Identify
  – a plan for accountability
  – linkages, address gaps and ensure small groups are working effectively
• Develop action plans
• Review action plans for opportunities for coordination

Each organization should identify how the goals, strategies, and outcome objectives can be incorporated into their organizational mission statements and plans.
**Action Plans**

- Develop Action Plans
  - Activities
  - Implementers
  - Timeframes
  - Resources
  - Evidence of success
  - Evaluation process

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**Action Plan Template**

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<thead>
<tr>
<th>Strategic Priority:</th>
<th>Goal:</th>
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<tr>
<td>Strategies:</td>
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<td>Outcome Objective(s):</td>
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<td>Impact Objective(s):</td>
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<td>Process Objective(s):</td>
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<th>Tasks/Action Steps</th>
<th>Responsibilities</th>
<th>Resources</th>
<th>Timeline</th>
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**Evidence of Success** *(How will you know that you are making progress? What are your benchmarks?)*

**Evaluation Process** *(How will you determine that the goal has been reached? What are your measures?)*
Additional Tools for Action Planning

- **Precede/Proceed model**
- **Logic Models**

Additional resources:

- [Precede/Proceed model](http://ctb.ku.edu/en/tablecontents/sub_section_main_1008.aspx)
Additional Tools for Action Planning

- *The Community Guide* - evidence-based practices

- Public Health Business Planning for Community Health Improvement Projects


[www.maph.unc.edu/phbp.htm](http://www.maph.unc.edu/phbp.htm)
Implementation

• Review action plans
  – Opportunities for coordination
  – Identify duplicative activities

•Implement and monitor action plans
  – MAPP participants should be involved in implementing at least one strategy
  – Consider bringing on board individuals or groups who are effective implementers
• Evaluate
  – Entire MAPP process
    • Each phase
  – Each strategy

• Standards for effective evaluation:
  – Utility
    • Is it useful?
  – Feasibility
    • Is it viable and practical?
  – Propriety
    • Is it ethical?
  – Accuracy
    • Is it technically correct?
Guiding Questions/Steps

- **Who** is the evaluation for?
- **What program** are we evaluating?
- **What methods** will we use?
- **How will we gather** and analyze information that is credible?
- **How will we justify** our conclusions?
- **How** can we assure that what we learn will be **used**?
Evaluation

Who is the evaluation for?
- Those involved in program operations
- Those served or affected by the program
- Users of the evaluation

What program are we evaluating?
- Program description

What methods will we use?
- Focus the evaluation design
  • Questions the evaluation will answer
  • Process for answering these questions
  • Methodology to be used to collect answers
  • Plan for carrying out the activities
  • Strategy for reporting the results
Evaluation

• **How will we gather and analyze** information that is credible?
  – Use multiple procedures for gathering, analyzing and interpreting data
  – Perception of credibility
    • Indicators, sources of evidence, quantity and quality, and logistics

• **How will we justify** our conclusions?
  – Linked to evidence and measured against standards
Evaluation

• **How** can we assure that what we learn will be used?
  – Deliberate effort to share with community
  – Promote use and prevent misuse
  – Factors influencing appropriate use:
    • Evaluator credibility
    • Report clarity
    • Timeliness
    • Impartiality
    • Changes in program/organization as a result
Evaluation of Action Cycle Process

Did we…

• Effectively use assessment data to inform action cycle planning?
• Identify SMART objectives related to each strategy and goal?
• Use an effective division of labor and organizational structure?
• Ensure system partners have ownership of action cycle activities?
• Ensure energy and progress was sustained throughout the action cycle?
• Effectively use evaluation results to improve action cycle activities?
MAPP Outcome Evaluation

• Did we implement action plans that moved us closer to our goals and that addressed our strategic issues?

• Did our iteration of the MAPP process meet our initial expectations identified during the organizing and planning phase?
Things to remember:

• Evaluation planning starts at the beginning of the MAPP process.

• Logic models help articulate why a MAPP process should result in improvement and provide a framework for process and outcome evaluations.
Celebrate Success

• Recognize and reward participants, volunteers, community
• Develop resource “pool”
• Invite the media
• Positive thinking and momentum help sustain process
Tools and Tip Sheets

• Strategy Development Worksheet
• Strategy Development Matrix
• PEARL test checklist
• Example process from Duval Cour Delaware County (Ohio)
• http://ctb.ku.edu/en/tablecontents/sub_section_main_1008.aspx

www.doh.state.fl.us/COMPASS

www.naccho.org
For More Information

• Visit COMPASS website www.doh.state.fl.us/COMPASS
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